

The art of managing people and ideas to achieve a high level of results is what *Mining Group Gold* is all about. It is a practical, easy to apply guide to changing the culture through building and maintaining collaboration within a work group. This book clearly defines the tools and processes that can make a difference in group productivity, and it applies to any environment. *Mining Group Gold* can be used by any group concerned with accomplishing a task and willing to involve individuals in the group to reach a solution.

The tools emphasize teamwork and the building of consensus through careful planning and facilitation; simply through good meeting management. The contents of this book walk the reader through the process from initial planning to running the meeting. It outlines the steps to be followed and the behaviors required to ensure teamwork and positive responses. The focus on implementation and "how to" makes this book uniquely useful.

Tom Kayser knows his material. He is one of a handful of Xerox people who spent the entire decade of the '80s working exclusively on new approaches to doing business. The focus on employee involvement, Leadership Through Quality (the Xerox-wide strategy to becoming a total quality company), team development, and organization effectiveness underlie the philosophy and approach that enabled the Xerox Corporation's achievement of the 1989 Malcolm Baldrige National Quality Award and quality awards in Canada, England, and other countries. The Baldrige Award is this nation's highest award for quality. The National Quality Award was established by Congress in 1987 to recognize outstanding American companies that have implemented total quality strategies and have significantly improved customer satisfaction.

Beginning in 1984, early versions of *Mining Group Gold* were used to train managers on the skills of facilitation—how to maximize the contributions of employees to ensure that the potential of the group is applied to solving the problem or accomplishing the task. It was one part of the total strategy to change Xerox's culture from one based primarily on centralized, top-down, autocratic problem solving and decision making to one characterized by a decentralized, disciplined, and collaborative approach. *Mining Group Gold* made it possible for the whole group—led by the manager—to assume responsibility for the process and work together to have a successful meeting without having

# **M**INING **GROUP GOLD**

How to Cash In On  
the Collaborative  
Brain Power of a Group

THOMAS A. KAYSER



Serif Publishing, El Segundo, California

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Mining Group Gold: How to Cash In on the Collaborative Brain  
Power of a Group by Thomas A. Kayser

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"Tom Kayser has been a part of the Xerox quality movement for the past decade. In this book, he provides excellent counsel for anyone interested in changing a corporate culture, teamwork, employee empowerment and quality improvement. It's sound, practical advice from someone who's been in the trenches."

David T. Kearns  
Chairman of the Board  
Xerox Corporation

"American education and business are facing much the same challenge: how to increase quality while reducing costs. Decentralizing decision-making and empowering work teams are approaches that can make a difference assuming effective group collaboration. *Mining Group Gold* by Tom Kayser clearly and succinctly explains the ingredients for planning effective meetings and managing collaboration among group members. It is a valuable resource with sound principles that can make a difference."

Marc S. Tucker  
President  
National Center on Education and the Economy

"The creation and implementation of a successful total quality improvement strategy for an organization rests on a foundation of collaboration.

*Mining Group Gold* is a comprehensive book showing how, through collaboration, two and two can equal five. Practicing the "how-to's" presented here helped Xerox win the 1989 Malcolm Baldrige National Quality Award.

Tom Kayser's book should be required reading for everyone involved in trying to make quality improvement a reality within their organization."

J. Douglas Ekins  
Sr. Program Director Training and Professional Development,  
Rochester Institute of Technology  
Malcolm Baldrige National Quality Award  
Board of Examiners  
Past President of the American Society for Quality Control

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"Creating and leading teams built on a foundation of collaborative intellect and action is crucial to organizational prosperity in today's complex and turbulent environment. Written in a very readable style, *Mining Group Gold* shows you how to plan and facilitate group sessions that will produce the teamwork and collaboration required to develop winning organizations for the '90s and beyond. Kayser's book is full of tips, techniques, and insights into collaborative group leadership. It is essential information. *Mining Group Gold* belongs at the top of your 'must read' list."

Michael J. Badalich  
President and Chief Economist  
M.J. Badalich & Associates, Inc.  
Consultants to the Financial Industry

"Meetings are an important medium through which managerial work is accomplished. Unfortunately, meetings can also waste vast amounts of managerial time. So management's challenge is to improve meeting management. *Mining Group Gold* offers just that; a systematic approach to building the skills required to conduct effective, performance-focused meetings. It's a no-nonsense, practical guide to improve the way you conduct meetings. I recommend it highly."

William E. Stevens  
President and CEO  
United Industries Corp.

"*Mining Group Gold* is destined to become a classic. It presents exciting insights into the world of facilitation and collaboration. It integrates and extends the content and process ideas of leading practitioners and researchers. Tom Kayser's book is essential reading for organization development specialists, team-building facilitators, change agents, and consultants. It is a perfect book for graduate and undergraduate organizational behavior courses; professors must consider it as a textbook. I've waited my entire forty-year academic and consulting career for a book like *Mining Group Gold*!"

Alton C. Bartlett, Ph.D.  
Professor and Chairman  
Management Department  
University of South Florida

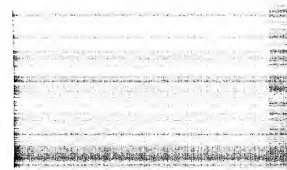
"As schools work and collaborate for successful school based planning

- staying on task
- sharing decisions
- maintaining focus
- getting the job done
- feeling satisfaction

all become central. Mining Group Gold will show you the path to your own success."

*Josephine Kehoe  
Superintendent of Schools  
East Irondequoit Central School District  
Rochester, NY*

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To Carol and Chad

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# **F**OREWORD

“It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle than to initiate a new order of things.”

**Machiavelli**

Changing the way it has always been done—changing the culture—is, indeed, difficult to do. But for American business, government, education and the nonprofit sector, difficult as it may be, it has to be done. Improving the effectiveness of employees and increasing productivity and profitability is the key to an organization’s survival and success. Changing the culture is, perhaps, the most important responsibility of management.

There are many aspects of American business and public service that need to change. Among the most important are the roles and responsibilities of managers and employees. How well they work together to solve problems and how well they use their time can determine an organization’s position among its competitors. A collaborative approach to information sharing, problem solving, decision making, and strategic planning can clearly produce a higher level of accomplishment and customer satisfaction.